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ABSTRACT

This exploratory survey, conducted in 1987, examines the relationships between Puerto Rican organizations and the United Way system, with a view towards finding ways in which United Way resources can best be applied to Puerto Rican community needs. The survey was mailed to 107 Puerto Rican private, non-profit human service agencies in 11 cities in 7 states; the opinions of the directors of 36 agencies in 7 states were received for a 33% return rate. Conclusions are the following: (1) a significant number of directors are unfamiliar with the funding process and unaware of how the United Way was responding to community needs; (2) one-third of the organizations are currently funded by the United Way; (3) agency management and accountability appear to be factors in receiving funding from the United Way; and (4) 34 of the agencies have not participated in fund campaigns other than the United Way. The recommendations are the following: (1) the United Way must build upon its present programs and actively engage local United Ways in outreach programs to the Puerto Rican community; (2) Puerto Rican human service agency directors must become better informed about United Way application and funding processes, and develop methods of obtaining United Way funding; and (3) the National Puerto Rican Coalition must play a role as national advocate in support of its members' efforts to increase private sector support. The report includes seven tables of survey findings and a copy of the survey questionnaire. (FMW)

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A SURVEY OF PUERTO RICAN AGENCY PARTICIPATION AND ATTITUDES TOWARDS THE UNITED WAY SYSTEM

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NPRC

National Puerto Rican Coalition Inc.

A Survey of Puerto Rican Agency Participation and Attitudes Towards the United Way System

Report NPRC 87-2

April, 1987

This report was prepared by

Mara Patermaster

Director of Membership Services

National Puerto Rican Coalition, Inc.

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APPENDIX 1. Survey questionnaire

I. Introduction:

Since 1981, major domestic policy shifts have resulted in drastic reductions, and often complete elimination of government resources allocated to social service programs.

Against considerable odds, many Puerto Rican institutions have developed effective human service programs of value to a segment of the community which otherwise is not reached.

Nevertheless, Puerto Rican organizations continue to be highly dependent on state and local public grants as their principal source of support. While this shift was a natural outcome of the devolution of federal responsibility to the states and the decentralization of federal programs through block grants, each new wave of fiscal constriction brings fewer and fewer guarantees and promises for institutional support and maintenance of social service programs by local governments.

In 1986 the United Way System was nationally the second source of funding (after government) for social service programs. Of reporting United Ways in 1986 (80.2%), 2.9% of fund distributions (totalling $49,753,531.) went to agencies which predominantly serve Hispanics. Total distributions of these same reporting United Ways was $ 1,715,639,000. An undetermined number of Hispanics are also served in the "mixed" category of predominant client groups.

Now Hispanic and Puerto Rican organizations have joined the ranks of critics who charge that the United Way admits relatively few agencies that provide non-traditional services, or services to women and minorities.

United Way, on the other hand, in a move to deal with an obvious gap in its "inclusion" of Hispanics, in 1982 began to "bolster the management and volunteer capacities of Hispanic human service providers" through its Hispanic Leadership Development Program (HLDP).

In 1985, under continuing pressure and controversy over its admission policies, the United Way of America re-developed a concept first introduced in 1976 to implement a system-wide strategy to "involve people, agencies and geographic service areas previously not involved in the United Way." This effort, called "Minority Inclusiveness Program," is aimed at forging new relationships between minority communities and local "United Ways" which increase the number of minority volunteers in the United Way system and increase the number of agencies/service areas funded by United Ways.

In light of the claimed success of the HLDP, and in consideration of the continuing hardships experienced by Puerto Rican agencies to increase private resources, NPRC through this survey examines the present day relationships between Puerto Rican organizations and the United Way system, with a view towards finding ways in which United Ways resources can best be related to Puerto Rican community needs.

The survey objectives were:

1. To gather information on the levels of participation by Puerto Rican non-profit agencies in the United Way system.

2. To explore the reasons for the lack of/or success in participation in United Ways; and,

3. To propose actions the United Way system, the National Puerto Rican Coalition, and other Puerto Rican organizations can undertake to increase fundraising opportunities from local United Ways.

This survey includes the opinions of 36 Puerto Rican human service agency directors in seven states. During the month of February 1987 survey forms were twice mailed to 107 agencies. A copy of the survey form is attached as Appendix 1.

In addition to the stated objectives of this survey, NPRC sought to expand its inquiry and explore the opinions of participants about "alternative funds" as a means of work place fundraising - independently from the United Way. A brief discussion of our findings on the latter is included with the conclusions and recommendations.

Readers should bear in mind that this survey was exploratory and carried out among a relatively small -- and self-selected -- sample of Puerto Rican agencies. Our conclusions should not be seen as definitive and cannot be applied to all Puerto Rican organizations or United Ways without further investigation.

II. Methodology:

Three different survey response forms were designed to accommodate information that would emerge from the varying degrees of experience by Puerto Rican agency respondents in the United Way. Puerto Rican organizations in the survey fell into three categories:

> Group A. Agencies funded or members of United Way;
>
> Group B. Agencies that had never applied for UW funds; and,
>
> Group C. Agencies that had previously applied to the UW but had been denied funding.

Although the questionnaires for each group were slightly different, a set of core questions were the same for each group. This allowed for comparisons of opinion on the same issues.

Results extracted from the questionnaire can be quantified for all but two "open" questions which enabled respondents to express their opinions on the factors that have either led or could lead to funding from the UW.

Questionnaires were mailed to 107 Puerto Rican private non-profit agencies in 11 cities in 7 states. These were selected based on the proportion of Puerto Rican population to the overall Hispanic population in each city and state. States and cities in the survey were:

> Connecticut: Hartford and New Haven
> New York: New York City and Rochester
> Pennsylvania: Allentown and Philadelphia
> Massachusetts: Boston and Springfield
> New Jersey: Newark
> Ohio: Cleveland
> Illinois: Chicago

Attached to each questionnaire was an "organizational profile form" which provided information about the agency's financial resources; sources of funding; organizational objectives and types of programs; and the nature of their involvements, if any, with the UW. To ensure a true sample of Puerto Rican agencies, respondents were also asked to indicate whether or not their agency is Puerto Rican according to the following criteria:

a. the governing board is composed of 50% or more Puerto Rican members; and

b. the agency's main scope of activity addresses a Puerto Rican population as determined by the population size or statement of by-laws.

Agencies which did not meet the above criteria were not included in this survey.

Prior to designing the survey, interviews were conducted with various United Way staff representatives, and Puerto Rican agency directors that had experience in dealing with the UW system. In addition, information was sought from 17 United Ways, of which only the following 5 responded: United Way of Chicago, United Way of Southeastern Pennsylvania, United Way of Massachusetts Bay, United Way of Eastern Fairfield County, Connecticut, and United Way Services in Cleveland, Ohio. This process, together with an extensive review of published articles on the United Way, assisted NPRC in designing a questionnaire that would address the survey objectives.

III. The Survey Findings:

A total of thirty six agencies chose to participate in the survey, a 33% return on the total queried. The largest number of responses came from agencies in New York (14%), Pennsylvania and Massachusetts (6% each), and Connecticut (4%). (See Table 1. Respondent distribution by state.)

A total of 14 United Way member or funded agencies (Group A), representing 38% of all respondents, were part of the survey. Of these, 9 were members of United Way, and 5 were special allocations grantees. The largest number of agencies in Group A came from Pennsylvania (5 out of the 14), while Massachusetts and New York had the second largest number of these UW funded agencies -- 3 out of 14 -- each. Table 2 illustrates their geographic distribution, and their relationship with the UW.

Agencies which had never applied for funding from the UW (Group B) totalled 16 out of the 36 respondents, while 6 agencies in Group C (that have applied to UW but were denied funding) responded. Tables 3 and 4 (See Page 6) show their geographic distribution by state.

Table 1. Geographic distribution and % of respondents

State	Surveys Mailed	Total Respondents	Percent Respondents by State	Percent of Survey
New York	49	15	14%	43%
Pennsylvania	11	6	6%	17%
Massachusetts	14	6	6%	17%
Connecticut	18	4	4%	11%
Illinois	7	3	3%	9%
New Jersey	6	1	.9	3%
Ohio	2	1	.5	3%
TOTAL	**107**	**36**	**33%**	**100%**

Table 2: Group A - United Way Member or Funded Agencies

STATE	United Way Members	Allocations Grantee (Funded Agency)	% Respondents
Pennsylvania	2	3	14%
Massachusetts	3	-	8%
New York	2	1	8%
New Jersey	1	-	2%
Connecticut	1	1	6%
TOTAL	9 (25%)	5 (15%)	38%

Table 3. Group B. Agencies which never applied for United Way funding

State	# of Respondents	Percent of Survey
New York	11	30.5%
Illinois	1	2.7%
Massachusetts	2	5.5%
Connecticut	1	2.7%
Ohio	1	2.7%
TOTAL	16	44%

Table 4. Group C Agencies which applied for UW funding but were denied

State	# of Respondents	Percent of Survey
Massachusetts	1	2.7%
Pennsylvania	1	2.7%
Illinois	2	5.5%
Connecticut	1	2.7%
New York	1	2.7%
TOTAL	6	16.3%

1. Respondent characteristics:

Group A) United Way funded or Member Agencies:

A total of 14 organizations reported receiving funding from United Way. Of these, 9 or (25% of the survey) were United Way members. The remaining 5 (15%) were special grant recipients. That is, organizations which although funded by United Way, are not considered members of United Way.[1]

Among the organizations in Group A that provided financial information, the average 1986 operating budget was $765,307 with high and low limits from $3.5 m to $90,000 respectively. The majority -- 9 out of 14 -- reported budgets over $350,000.

Over one-third (5 out of 14) received funds from the federal government, while most -- 11 out of 14 -- were receiving a substantial proportion of their total budgets from state or local government funds. Most respondents in this group -- 11 out of 14 -- also reported receiving corporate/foundation support. Among those (7 agencies) which specified the amounts or percentages of private funds, the corporate/foundation contributions averaged 15% of their total budgets.

Of the agencies in Group A, receiving funds from their United Way, the average amounts received represented an average of 5.2% of their total budgets, with only 2 agencies reporting as having received over 10% of budgets from UW.

Group B) Agencies which never applied for United Way Funding:

A total of 16 agencies, or 44% of all respondents fell in this category.

Over two thirds of these respondents - 11 out of 16 - reported that "they do not know if they are elegible" for funding from United Way. Based on the information provided in their mission statement and program activities, NPRC determined that 13 of the 16 (81%) in this group are indeed eligible.

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[1] In general, an affiliate status of member means there is a review by volunteers on allocation panels, a formal agreement, and the grantee is eligible to reapply for funds. Most other affiliate statuses are shorter term and go through a more limited review.

Ten of those agencies reported on their operating budgets. These ranged from $65,000 to $8 million. Four of those agencies received federal funding, while most -- 13 of the 16 -- received state and local government support. Only 4 agencies reported receiving any corporate and/or foundation support.

An expected characteristic of this group was their stated lack of familiarity with the United Way application process. At the same time, almost all--13 out of 16-- reported an interest in receiving funding or membership in the United Way. (See Table 3).

Group C) Agencies which have applied to UW, but were denied funding.

Sixteen percent (16%) of all respondents, 6 out of the 36, fell in this group. Of these, only two agencies were eligible for UW funding based on their types of programs. Among those not eligible, one is an affiliate of a national education organization; and, the others were arts and culture program groups.

Budgetary information was provided by 4 of the 6 agencies in this category. All received a mix of federal, state /local government funds. As in Groups A and B, the funds received from government (state/local) represented a majority proportion of their overall budgets.

It should be noted that one of the UW eligible agencies which had been denied funding[2] has since joined an "Alternative Fund" campaign in Boston. The only other respondant (from Group B) to have joined an alternative fund is from the Boston area as well.

2. Agency Participation in the United Way:

Seventy percent (70%) -- 25 out of 36 -- survey participants indicated they were familiar with the United Way funding process. Of these,over half are presently funded by UW. When asked how they had acquired this information, respondents were nearly equally divided among those that were "self-taught," and those which learned about it through other sources, including from UW itself. See Table 5 - Page 9.

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2 " Alternative Funds" are coalitions of organizations that have bonded together for joint fundraising.

Table 5

GROUPS:	A	B	C	Total	Percent
Self-taught	7	2	2	11	31%
Consultant or Private Seminar	2	0	1	3	8%
UW Presentation	1	2	2	5	14%
Other	4	1	1	6	17%
Total	14	5	6	25	70%

Five of the 25 participants indicated they had learned about the UW from UW itself. Based on participant responses, it thus appears that the UW did not play a significant role in this aspect, and that Group A agencies had not improved their chances of being funded because of United Way's direct intervention in this area.

Eleven survey participants, all from Group B, reported they had never applied to UW because they are not familiar with the funding process. A majority of these expressed interest in getting information on how to get involved in UW.

3. **Agency Ratings of the United Way Application:**

Survey participants were asked to rate the UW application process by checking one of the following responses: "Very Simple," "Somewhat Simple," "Neither simple nor complicated," "Somewhat Complicated," and "Very Complicated." Based on these results, it appears that difficulty in completing the United Way application is not a factor affecting the success or failure by Puerto Rican organizations in getting funds from the UW. (See Table 6).

Table 6

GROUPS:	A	C	TOTAL
Very Simple	1	0	1
Somewhat Simple	1	0	1
Neither Simple nor Complicated	4	3	7
Somewhat Complicated	3	3	6
Very Complicated	2	0	2
Total	11	6	17

4. Participation in the UW Hispanic Leadership Development Program (HLDP)

The HLDP was a UW of America initiative conducted in cooperation with local United Ways in nine (9) cities. Its goals were to strengthen Hispanic agency management and their contacts with potential non-governmental funders, including the United Way. Initiated in 1982, the program has since been implemented in Chicago, Los Angeles, Miami, New York, San Francisco, Boston, San Antonio, Tucson and Southeastern Pennsylvania. The Philadelphia United Way serves as the lead agency for a group of 12 participating United Ways in the latter region, which also includes part of New Jersey. Of the HLDP sites, five were included in this survey.

Based on the number of surveyed organizations that have participated in HLDP, it would appear this effort has reached out to a fairly representative group of Puerto Rican agencies. Over one -third of respondents -- 14 out of 36-- reported that they were HLDP participants. When asked to describe its effectiveness in achieving its stated goals most rated the program as "Good."

In 1982, the National Council of la Raza was selected by United Way of America as the evaluation contractor for HLDP. Their final report, issued in April 1986 is an in-depth analysis of the overall HLDP experience and includes insightful recommendations to the United Way regarding its future work in the Hispanic community. NCLR concludes:

> "The Hispanic Leadership Development Program appears to have been a valuable means of initiating action within local United Ways to increase outreach to and involvement of the Hispanic community. Viewed as one -- but not the only -- useful approach to strengthening Hispanic-controlled agencies, HLDP has been successful, and the structures it helped establish and the contacts it caused to be developed should lead to increased Hispanic participation in local United Way activities in the long run. However, the process of providing full Hispanic access to and involvement with local United Ways is both complex and long-term. It will require not only institutionalization of the Hispanic Advisory Committee and the HLDP concept at the national and local levels, but also other Hispanic initiatives by both United Way of America and the local United Ways. Both United Way of America and the HLDP staff of most of the participating United Ways appear committed to such ongoing efforts, and HLDP appears to have served as a critical catalyst in this process."

The HLDP initiative is the only nationally directed effort by United Way of America aimed at involving Hispanic agencies. It has also been evaluated as quite successful.

5. Volunteer involvement in the UW.

United Way volunteers are usually local leaders in business and industry, and others, who may have a good knowledge of community needs, and serve as United Way Board and Committee members. These volunteers make the ultimate policy decisions regarding fundraising and allocations while paid employees of United Way implement the policies and administer the local organizations.

Participants in Groups A and C (agencies familiar with the UW process) were asked if:

a) they had served as UW volunteers; and,

b) if they thought volunteer involvement could improve their opportunities for future funding.

These questions are significant indicators of agencies' familiarity with and attitudes towards UW, because UW officials themselves often suggest that Hispanic organizations could improve their chances of obtaining UW funds through personal volunteer involvement.

A majority of respondents -- 13 out of 20 -- in these two groups have not been UW volunteers. This finding is not unexpected. However, that a full two-thirds --15 out of 20-- participants indicated they either "don't know", or "do not believe" that becoming a UW volunteer would help them get funding is of some concern since it reflects possible misconceptions regarding United Way expectations and suggestions that volunteer involvement leads to funding opportunities. Table 7 summarizes the responses to both questions. Note that some survey respondents failed to answer these questions.

TABLE 7: PARTICIPANT RESPONSES

	Question A	Question B
YES	4	3
NO	13	7
DON'T KNOW	n/a	8
TOTAL	17	18

6. United Way responsiveness towards Puerto Rican organizations:

Forty-four percent of all respondents -- 16 out of 36 -- had "no opinion", or stated they "didn't know" how they would rate UW on its responsiveness to Puerto Rican organizations. Again, this reflects a lack of familiarity with UW that should be of concern for all involved.

Of the remaining participants responding to this question, 12 out of 36 (33%) thought UW was "supportive"; and, 6 out of the 36 (17%) thought UW was "unsupportive."

7. Leading factors for success in getting funded by United Way.

Participants in each group were asked to outline the three leading factors which had contributed to their UW funding.

Although presented as an "open" question, clear-cut patterns in response emerged. For example, seven out of eleven respondents in Group A referred to internal agency management and/or administrative related reasons for their success in getting UW funds, and used phrases such as, "sound management", "training by UW of fiscal personnel," "sound proposal," "fiscal integrity," "board involvement," and "good staff" to make their point.

Another recurring theme, mentioned by at least six participants, was "persistent pressure on UW" and "persistent effort to learn about the UW process". Still others mentioned factors such as "power and track record," "history of organizational growth" and "United Way staff and Hispanic volunteer liaisons" as leading factors.

Respondents in the other groups, B & C, were asked to state their opinions of the leading factors that would facilitate their opportunity for United Way funding in order to identify possible differences in perception and attitudes towards the United Way.

Again, certain themes recurred. Most predominant were numerous references to **"the need for more information and outreach from the United Way's"** towards the Hispanic community. Respondents' comments included: "U.W. should offer information and guidance about the application process, their future plans, goals and objectives," and "A specific outreach (by United Way) should be directed towards the Puerto Rican community."

Yet other agencies suggested the United Way should re-examine its funding priorities. Phrases such as "(United Way) should be more flexible with ethnic approaches to special service problems;" "(U.W.) should have an awareness and commitment to community-based economic development;" and, "the United Way should clarify its alternative allocation strategies;" suggest existing concerns over the extent to which United Way is ready and willing to recognize and fund new and different approaches to service the Puerto Rican community.

IV. Conclusions and Recommendations:

A. Conclusions:

The survey's main purpose was to examine the nature of participation by Puerto Rican organizations in the United Way. It sought to evaluate their level of awareness and knowledge of what the United Way does and explore factors that may have influenced those that have succeeded in getting funded by the United Way.

1. Knowledge and Awareness:

The survey revealed that, despite the expressed interest in participating in the United Way, a significant number of the Puerto Rican agency directors in the sample have not approached United Way because they are unfamiliar with the funding process. Even among those groups which were familiar with United Way, the survey disclosed that a surprisingly high number have little or no awareness of how the United Way is responding to Puerto Rican and Hispanic community needs.

2. Participation in United Way:

The fact that over one-third of the organizations surveyed are currently funded by their local United Ways was unexpected. One possible explanation is that UW-funded agencies were more likely to respond, and hence the sample is unrepresentative of the total population. Most of those receiving United Way support have done so for more than three years; five agencies reported they have been funded for over 5 years, and three of these, for over 10 years.

A majority also indicated they had learned about the United Way funding process through their own initiative. Thus, while it appears that the Hispanic Leadership Development Program may have succeeded in reaching out to a fairly representative group of Puerto Rican agencies, the program has not yet translated itself into funding for the Puerto Rican agencies surveyed.

3. **Factors in Funding:**

The survey did not reveal a belief on the part of directors that lack of support from United Way is a result of poor agency management or lack of accountability. However, there appear to be sharp differences of opinion over this issue, between those groups funded by United Way, and those that are not. While United Way-funded agencies emphasized management/or administrative related reasons for their success, the other groups tended to explain their lack of support, or a need for more information and outreach on the part of United Way, or expressed concern over the extent to which the United Way system is willing to fund new and different approaches to service the communities' needs.

There were other distinctions between these groups. Most United Way funded groups are also receiving corporate or foundation support; while few participants in Group B, (non-United Way applicants) are presently supported by corporations and foundations. This would appear to support the contention that funding by United Way was to a great extent determined on a basis of managerial qualities.

As noted in Conclusion 2, most of the United Way funded agencies have been funded for over three years. This suggests that relatively few new Puerto Rican agencies have been more recently admitted into the United Way system, and would seem to indicate that proven accountability was a major factor in the decision to support an agency.

4. **Alternative Funds:**

All except two of the organizations surveyed have not participated in alternative fund campaigns. However, most expressed an interest in considering participation in alternative funds, as an option to United Way funding. Interestingly, the only two groups that are active in an alternative funds are both from the Boston Metropolitan region.

B. Recommendations:

1. The United Way System: The HLDP Initiative and Beyond

The impact of the Hispanic Leadership Development Program experience cannot be assessed until, and unless similar efforts have been institutionalized by a large number of the local United Ways that serve Hispanics. What is more, United Way of America's "Second Century Initiative," - a 5 year plan - requires it. [3]

The information received by NPRC from the United Ways, of Chicago, Southeastern Pennsylvania, Massachusetts Bay and Cleveland, contain evidence of the positive changes resulting from the efforts of a few dedicated Hispanic staff members through the HLDP. These changes are particularly evident in Southeastern Pennsylvania and Chicago, although the United Ways of Massachusetts Bay and Cleveland appear to be moving in the same directions.

In the same manner that United Way of America establishes priorities for local United Ways to follow in formulating their long range plans, and in the same manner it directed the HLDP initiative in 9 areas, it must continue to build upon this foundation, and now more than ever actively engage local United Ways to:

- to adopt a uniform method for reporting funds allocated to Hispanics, and Hispanic agencies;
- conduct formal Hispanic needs assessments and design programs accordingly;
- hire Hispanic staff and involve Hispanic volunteers in program implementation and oversight;
- make significant cash and in-kind investments in programming for Hispanics.

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3 A Guide: Second Century Initiative, 1987-1991, United Way of America, 1986.

2. Puerto Rican Human Service Institutions: Is United Way the Way?

Despite United Way's national emphasis on "inclusiveness" and the opportunities that the "Minority Inclusiveness Program" may represent, Puerto Rican agency leaders must bear in mind that it has taken United Way 10 years to adopt the HLDP effort, and our own survey revealed that few new Puerto Rican agencies were admitted over the last 2 years. The United Way system moves slowly.

However, given the opportunity and demonstrated ability to provide needed services, Puerto Rican organizations should be applying for United Way funds in larger numbers than what the NPRC survey suggests they are. As with all fundraising from corporations, Puerto Rican agency directors must:

- Be informed about the United Way application and funding process.
- Get to know the volunteer and staff leadership of their local United Way.
- Coalesce with other community groups which have been successful in getting funded.
- Develop systematic capacity for documenting program effectiveness.
- Be persistent.
- Ask the hard questions - What will it take for my agency to become eligible? How many Hispanic groups have you (UW) funded? What are you (UW) doing to improve access by Hispanic organizations into the system. And,
- Hold United Way accountable and advocate for improvements, flexibility, faster action, and clear plans vis a vis the Hispanic community.

Puerto Rican institutions must recognize that the United Way admissions decisions are made, by and large, by high ranking white, male corporate volunteers, and that these decisions may be often subjectively influenced by the latter's values, judgements and predilections.

They must also know that the United Way Board and committee structures, which are precisely designed to cultivate and facilitate effective payroll fundraising, may often foment vested interests.

Ultimately, Puerto Rican agency leaders should consider not only coalescing with other Hispanic groups, but also with other ethnic minorities which are experiencing similar concerns.

Agency directors should also become informed about "Alternative Fund" campaigns and explore the opportunities they may hold.

Finally, as with any fundraising strategy, gaining access to the United Way should be but one of many objectives of a resource development plan.

3. **The National Puerto Rican Coalition: Assisting our Members to Access the United Way.**

NPRC recognizes that it must play a role as national advocate in support of its members efforts to increase private sector support. This report represents an initial step in bridging the information and funding gaps between Puerto Rican human service institutions and the United Way system. Beyond our plans to widely disseminate its findings, NPRC has, throughout this report, identified several areas which require further investigation. Our pursuit of the following activities, resources permitting, would be expected to generate a comprehensive analysis of the potential for Puerto Rican organizations to access the United Way process.

To this end, NPRC proposes to:

- Further review and evaluate the Hispanic related work of local United Ways in areas of large Puerto Rican concentration.

- Examine successful models of funding and cooperation between Puerto Rican agencies and the United Way, and determine whether these experiences may be applied to other groups in other communities; and,

- Explore the "Alternative Fund" movement and its potential for Puerto Rican organizations seeking an alternative to United Way.

Section A

ALL RESPONDANTS PLEASE COMPLETE

1. Agency name & address: _____
(Optional. If you do not wish to have your agency name associated with this survey, kindly provide us your city and state) _____
_____

2. Mission or goal: _____

_____

_____

3. Programs of assistance: _____

_____

_____

4. Resources:
a) Operating Budget (1986): $_____
b) Sources of funding (please, specify % by category):

_____ Federal government
_____ State/local government
_____ Other
_____ Corporations/foundations
_____ United Way

c. Number of employees: _____
d. Size of Board of Directors: _____
e. Geographic area serviced: _____

5. Is your organization eligible for United Way funding?
____Yes _____ No _____ Don't Know

6. Has your organization applied to United Way for funding or membership during the past three years?

_____ Yes, funding/membership was approved
_____ Yes, but funding nor membership was approved
_____ No

7. Please classify your relationship with United Way (please check more than one if applicable)

_____ United Way member
_____ Special allocations grantee
_____ Hispanic Leadership Development Program-participant
_____ None
_____ Other, please specify_____

(continue on reverse side)

8.If you are a United Way funded agency or member, please provide us the name and address of your local United Way.

_____

9. Does your organization identify itself as being "Puerto Rican" according to either of the following criteria?

- Your governing Board is composed of 50% or more Puerto Rican members.
- Your main scope of activity addresses a Puerto Rican population as determined by population size or statement in By-laws.

_____Yes _____No

(If you answered "No" to the above question, do not fill out the rest of this survey, but please return this section in the envelope provided)

Section B

UNITED WAY FUNDED OR MEMBER AGENCIES COMPLETE THIS SECTION

1. How did you learn about the United Way funding process?

_____ Self taught
_____ Consultant/private seminar
_____ United Way presentation
Other, please specify _____

2. How long have you been a United Way funded or member agency?

_____Year(s)/month(s) as a funded agency
_____Year(s)/month(s) as a United Way member

3. What type of grant(s) have you received from United Way?

_____General grant _____Restricted grant _____Both
Other, please specify _____

4. Briefly describe the purpose of the grant(s):_____

_____

_____

5. Approximately what percent of your total budget is United Way funding? (please provide an amount if % is not available)

_____ 1-5% _____ 10-15% _____20-30%
_____ 5-10% _____15-20% _____over 30%

6. If you have received United Way funding for more than 1 year, please tell us if there has been any change over the past 3 years in the amounts you received.

_____Large increase _____Moderate increase _____Slight increase
_____Large decrease _____Moderate decrease _____Slight decrease
_____No change _____Funding was discontinued

7. How would you describe your local United Way membership/or special grants application process?

_____Very simple _____Very complicated
_____Somewhat simple _____Somewhat complicated
_____Neither simple nor complicated _____Very complicated

8. Has your being a United Way funded agency or member affected in any way your chances for successful fundraising from other private sources?

_____Very positively _____No effect _____Negatively
_____Positively _____Very negatively

(see reverse side)

9. How would you rate United Ways staff and volunteer responsiveness toward Puerto Rican organizations in your neighborhood?

_____Very supportive _____No opinion _____Unsuppportive
_____Supportive _____Very unsupportive

10. How would you rate United Ways staff and volunteer responsiveness toward other Hispanic organizations in your neighborhood?

_____ Very supportive ____No opinion _____Unsupportive
_____ Supportive _____Very unsupportive

11. Have you ever served as a United Way volunteer (such as a committee member)?

_____Yes _____No

12. Do you think your volunteer involvement in United Way would improve your funding opportunities?

_____Yes _____No _____Don't know

13. Has there been any change over the past three years in your local United Way approach to Puerto Rican organizations?

_____Definitely yes _____Uncertain _____Probably no
_____Probably yes _____Definitely no

14. Has there been any change over the past three years in Puerto Rican organizations' approach to United Way?

_____Definitely yes _____Uncertain _____Probably no
_____Probably yes _____Definitely no

15. How would you describe your agency? (you may check more than one)

_____Traditional _____Controversial
_____Non traditional _____Non controversial

16. "Administrative and/or fiscal factors (eg. poor accountability, financial instability, weak mamagement, turnover in leadership) are the leading cause why Puerto Rican organizations <u>do not</u> receive United Way funding"

_____Strongly agree _____Uncertain _____Strongly disagree
_____Agree _____Disagree

17. If there exists an "Alternative Fund" campaign ("Alternative Funds" are coalitions of organizations that have bonded together for joint fundraising) in your area, would you consider joining, as an <u>alternative</u> to United Way funding?

_____Yes _____No _____Maybe _____Don't know of any alternative funds

(see reverse side)

18. Briefly describe the three leading factors which influenced your success in obtaining United Way funding or membership?

1. _____

2. _____

3. _____

19. If you are not a United Way member, would you like to be?

_____Yes _____No _____Maybe _____Don't know

20. Assuming your agency had been denied United Way funding, which of the following options would you most likely consider, aside seeking support from other sources? Please rank in order of preference (1= most likely; 3= least likely)

_____Set up a comprehensive fundraising federation
_____Examine why my agency is not qualifying for United Way funds, and try again.
_____Form a coalition with other agencies outside United Way and apply as a block.
_____None of the above
_____Other, please specify_____

21. If your organization participated in the United Way Hispanic Leadership Development Program initiative, how would you classify its success in achieving its stated goals?

_____Excellent _____Average _____Poor
_____Good _____Fair _____Not applicable

Section C

ONLY FOR AGENCIES WHICH HAVE PREVIOUSLY APPLIED FOR UNITED WAY FUNDING OR MEMBERSHIP, BUT WERE NOT FUNDED

1. How would you describe your local United Way membership/special grants application process?

____Very simple ____Somewhat simple ___Somewhat complicated
____Neither simple nor complicated ___Very complicated

2. How did you learn about the United Way funding process?

_____Self-taught _____Consultant/private seminar
_____United Way orientation
_____Other, please specify _____

_____

3. If your organization participated in the United Way Hispanic Leadership Development Program initiative, how would you classify its success in meeting its stated goals?

_____Excellent _____Undecided _____Unsatisfactory
_____Good _____Poor _____Not applicable

4. What type of application did you issue to United Way?

_____United Way membership
_____Special grant
_____Both
_____Other, please specify _____

_____

5. Approximately what percentage of your program budget did you request?

_____1-5% _____10-15% _____20-30%
_____5-10% _____15-20% _____over 30%

6. When United Way responded to your application, did they provide you with a specific reason(s) for not funding it?

_____Yes _____No _____Don't Know

7. Briefly explain the reason(s) your proposal to United Way was denied:

_____

_____

8. How do you rate United Way staff and volunteer responsiveness toward Puerto Rican community organization funding needs.

_____Very supportive _____Unsupportive _____No opinion
_____Supportive _____Very unsupportive

 (see reverse side)

9. How would you rate United Way staff and volunteer responsiveness toward other Hispanic organizations in your neighborhood?

_____Very supportive _____Unsupportive _____No opinion
_____Supportive _____Very unsupportive

10. Have you ever served as a United Way volunteer such as a committee member?

_____Yes _____No _____Don't know

11. Do you think volunteer involvement in United Way would improve your funding opportunities?

_____Yes _____No _____Don't know

12. Has there been any change over the past three years in your local United Way approach to Puerto Rican organizations?

_____Definitely yes _____Probably no
_____Probably yes _____Definitely no
_____Uncertain

13. Has there been any change over the past three years in Puerto Rican organizations' approach to United Way?

_____Definitely yes _____Uncertain _____Probably no
_____Probably yes _____Definitely no

14. How would you describe your agency? (you make check more than one)

_____Traditional _____Controversial
_____Non-traditional _____Non-controversial

15. Administrative and or/fiscal factors (eg. poor accountability, financial instability, weak management, turnover in leadership) are the leading cause why Puerto Rican organizations do not receive United Way funding"

_____Strongly agree _____Uncertain _____Strongly disagree
_____Agree _____Disagree

16. If there exists an "Alternative Fund" campaign ("Alternative Funds" are coalitions of organizations that have bonded together for joint fundraising) in your area, would you consider joining, as an alternative to United Way funding?

_____Yes _____No _____Maybe
_____Don't know of any "Alternative Funds"

17. Would you like to be a United Way member?

_____Yes _____No _____Maybe _____Don't know

(see reverse side)

18.Briefly describe the two actions your agency could undertake to improve upon its opportunity for obtaining United United Way funding:

1._____

2._____

19. Briefly describe two actions your local United way could undertake to improve upon <u>your</u> agency's opportunity for funding from United way:

1. _____

_____

2. _____

_____

20. If you have come to the conclusion that United Way will not fund your agency in the near future, which of the following options would you consider, aside seeking support from other sources? Please rank in order of preference (1= most likely; 3= least likely)

_____Set up a competitive fundraising federation
_____Examine why my agency is not qualifying, and try to get funding again
_____Form a coalition with other agencies outside United Way and apply as a bloc.
_____None of the above

Section D

ONLY FOR AGENCIES WHICH HAVE NEVER APPLIED FOR UNITED WAY FUNDING OR MEMBERSHIP

1. Assuming your organization has never applied for United Way funding, which would you say best describes your reason for not doing so (please check one only)

_____My organization does not qualify because of our type of programs

_____My organization does not meet United Way administrative, or/fiscal guidelines

_____I am unfamiliar with the United Way application process

_____I am not interested in receiving funds from United Way. Please explain

_____

_____

_____United Way has not traditionally funded Puerto Rican/Hispanic organizations in my area.

_____United Way has not identified my service programs as a priority.

Other, please explain_____

2. How would you rate United Way staff and volunteer responsiveness toward Puerto Rican organizations' funding needs?

_____Supportive
_____Very supportive
_____Unsupportive
_____Very unsupportive
_____Don't know

3. How would you rate United Way staff and volunteer responsiveness toward other Hispanic funding needs?

_____Supportive
_____Very supportive
_____Unsupportive
_____Very unsupportive
_____No opinion

4. Briefly describe what you believe are the two leading factors which would facilitate your agency's access to United Way funding.

1._____

_____

2._____

_____

5. Briefly describe two actions your local United Way could undertake to improve upon <u>your</u> agency's opportunity for funding from United Way:

1._____

_____

2._____

_____

6. If you have come to the conclusion that United Way will not fund your agency in the near future, which of the following options would you consider, aside seeking support from other sources. Please rank in order of preference (1= most likely; 3=least likely)

_____set up a competitive funding federation
_____examine why my agency is not eligible, and try to get funding again
_____form a coalition with other agencies outside United way and apply as a bloc.
_____none of the above

7. How would you describe your agency? You may check more than one.

_____Traditional
_____Non-traditional
_____Controversial
_____Non-controversial

8. "Administrative and/or fiscal factors (eg. poor accountability, financial instability, weak management, turnover in leadership) are the leading cause why Puerto Rican organizations <u>do not</u> receive United way funding"

_____Strongly agree
_____Agree
_____Undecided
_____Disagree
_____Strongly disagree

9. Would your agency be interested in funding from or membership in the United Way?

_____Yes _____No _____Maybe _____Don't know

10. If there exists an "Alternative Fund" campaign ("Alternative Funds" are coalitions of organizations that have bonded together for joint fundraising) in your area, would you consider joining, as an alternative to United Way funding?

_____Yes _____No _____Maybe _____Don't know of any "Alternative Funds"

11. If your organization participated in the United way Hispanic Leadership Development Program initiative, how would you classify its success in achieving its stated goals?

_____Excellent
_____Good
_____Average
_____Fair
_____Poor
_____Not applicable

Notes